

Indiana State Board of Education
Indiana Department of Education
Balanced Scorecard and Project Management
Process Implementation



Project Charter

September 19, 2007

**This project supports the following
Balanced Scorecard Strategic Objectives:**

(Check all that apply)

- ✓ **Strategic Objective 1**
- ✓ **Strategic Objective 2**
- ✓ **Strategic Objective 3**
- ✓ **Strategic Objective 4**
- ✓ **Strategic Objective 5**

Strategic Plan Performance Measure(s) Addressed:

Not applicable for this charter.

Introduction

The Indiana State Board of Education has the statutory responsibility to establish educational goals for the state. To fulfill this responsibility, the Indiana State Board of Education and Indiana Department of Education have decided to implement a strategic planning process that is actionable and sustainable. The Balanced Scorecard strategic planning process lends itself very well to fulfilling this need. All School Corporations, independent of their size, should have a clearly articulated mission (the purpose for existing as an organization) and a vision (where an organization wants to be in the future – that is better than today). Many corporations are adept at strategic thinking and planning relative to mission and vision. There often is a lack of ability to transform strategic plans into actionable projects and ongoing performance measures to produce the results needed by the organization. Many strategic plans do little more than occupy bookshelf space.

This can be remedied by combining:

- The Balanced Scorecard (BSC) management process, a technique to define the key strategies for achieving the organization's vision through focus on key performance measures; and
- A Project Management Oversight Committee (PMOC) and process, a technique for managing ongoing large projects.

Indiana and the associated corporations are well along in their journey to develop and institutionalize the Balanced Scorecard and Project Management and Oversight process. This project is to fully implement and institutionalize the BSC and PMOC process.

As such, the project has the following desired results:

1. Complete BSC for education in the State of Indiana
2. Link the state BSC to a state-wide strategic planning process
3. Create and maintain tools to support the BSC and PMOC process
4. Establish a fully functioning PMOC
5. Track progress on common indicators for all school corps

1. Project Organization

Role	Description	Assignment
Executive Sponsor	Has ultimate authority over and is responsible for a project and/or a program, its scope & deliverables.	Superintendent of Public Instruction
Project Sponsor	Assists in finalizing the project charter and project plans, conducts project	State Board of Education Administrator

Role	Description	Assignment
	reviews, and disposes of issues and change requests.	
Project Manager	Develops and maintains project charter and project schedules, conducts regular project reviews, tracks & disposes of issues & change requests, manages the budget, and is responsible for overall quality of the deliverables.	TBD
Project Team	Is responsible for performing the activities necessary for implementation of the project.	Executive Staff members, Rick Rozzelle
Key Customer(s)	Represents the area for which the project is intended to support/serve.	Board, School Boards, Superintendents, Department staff, legislature, community.

2. Project Scope

PROJECT SCOPE AND SCHEDULE SUMMARY

The table below is to be used for all PMOC projects as follows:

- **Step I – Project Plan** (see table 1 below)
 - Identify the project's deliverable (noun) in the row that is highlighted. You can add additional rows to accommodate all of the project's deliverables. The rows beneath each deliverable are for the detailed tasks.
 - Identify the detailed tasks to produce each deliverable in the rows beneath the deliverable
 - For **each** task, indicate a date when the work will begin and when the work will be finished. Additional rows can be added as necessary.
- **Step II –Monthly Status Report** (see table 2 below)
 - Indicate the status for each activity and the actual completion date.
 - Identify any issues that the project is dealing with in the rows at the bottom of the table.
 - The monthly report is to be submitted to the Sponsor and will reflect work completed in the previous month.

						9/19/07
Project Schedule/Status Report						
BSC/PMOC Project			Submitted by: Rick Rozzelle			
	Deliverable(s) and Tasks	Responsible Person	Start Date	Projected End Date	Status (%complete)	Actual Completion Date
1.0	Completed version of the BSC for Education in the State of Indiana					
1.1	Develop key leading and lagging indicators for the BSC	By each respective dept. sponsor	8/20/07	10/4/07	20% Complete	
1.2	Conduct Board work session to review and approve the key leading and lagging indicators for the BSC.	Jeff Zaring	10/4/07	10/4/07		
1.3	Gather baseline data for each of the leading and lagging indicators.	By each respective dept. sponsor	10/4/07	11/2/07		
1.4	Conduct PMOC work session to review baseline data and establish targets.	PMOC coordinator	11/2/07	11/7/07		
1.5	Conduct Board work session to review baseline data and targets.	Jeff Zaring	11/8/07	11/8/07		
1.6	Conduct PMOC work session to develop list of projects for the BSC	PMOC coordinator	11/8/07	12/5/07		
1.7	Develop a communications plan for the BSC and present to the Board	PMOC coordinator	11/8/07	12/5/07		
1.8	Present final BSC with projects and communications plan to the Board	Jeff Zaring	12/6/07	12/6/07		
1.9	Identify data sources for the ongoing updates to the BSC	PMOC coordinator	12/6/07	1/15/07		
1.10	Develop collection schedule and process for the BSC data	PMOC coordinator	12/6/07	1/15/07		

Task #	Issue(s)	Date Presented	Resolution	<i>Date Resolved</i>
1.1	Need to identify sponsor for Strategic Objective #2	9/19/07		
1.4	Need to identify PMOC Coordinator/Facilitator	9/19/07		
all	Need to identify PM for this project charter	9/19/07		

						9/19/07
Project Schedule/Status Report						
BSC/PMOC Project			Submitted by: Rick Rozzelle			
	Deliverable(s) and Tasks	Responsible Person	Start Date	Projected End Date	Status (%complete)	Actual Completion Date
2.0	Integrated state-wide planning process					
2.1	Determine how the State BSC cascades to the districts and schools and how to align to one set of measures and school improvement planning process.	Bob Marra				
2.2	Select a common set of indicators for state, local and school.	Molly Chamberlin				
2.3	Determine the role of DSAC II to facilitate district self assessments and strategic planning	Anne Brinson				
2.4	Determine the role of the data warehouse to track indicators	Anne Brinson				
2.5	Orientation/training for districts in common indicators and school improvement planning process	Bob Marra				
Task #	Issue(s)	Date Presented	Resolution		Date Resolved	

						9/19/07
Project Schedule/Status Report						
BSC/PMOC Project			Submitted by: Rick Rozzelle			
	Deliverable(s) and Tasks	Responsible Person	Start Date	Projected End Date	Status (%complete)	Actual Completion Date
3.0	Phase II - Rollout of BSC/PMOC process to remaining districts					
3.1	Publish the BSC for Education in the State of Indiana per the Communications Plan	TBD	TBD	TBD		
3.2	Establish list of districts that desire to adopt the BSC/PMOC process	TBD	TBD	TBD		
3.3	Develop a list of trainers from the Wallace Grant participants.	TBD	TBD	TBD		
3.4	Train the trainers	TBD	TBD	TBD		
3.5	Establish training plan for the districts	TBD	TBD	TBD		
3.6	Establish support structure for the process within the INDOE	TBD	TBD	TBD		
3.7	Carryout the training plan	TBD	TBD	TBD		
Task #	Issue(s)	Date Presented	Resolution		Date Resolved	

Project Dependencies and Assumptions

Identify other project dependencies and/or efforts that are related to, that affect, or may be affected by, the project being planned. Also, identify any assumptions that could significantly affect the project depending on their outcome. Indicate a Degree of Impact of “High”, “Medium” or “Low”. (Examples: staff availability, another project that must be done prior to launch, etc.)

Dependency/Assumption (brief description)	Degree of Impact
Local adoption of common indicators	High
Clarification of roles regarding Board and PMOC	High
Staff to carry out the projects for the BSC	High
Legislative changes required to implement the strategies of the BSC	High

Project Budget Summary

[The budget and costs reflected in the Project Plan should account for all resource labor, hardware, software, facilities, etc. required to achieve the stated scope and objectives.]

Project Budget Summary			
Budget Categories		Amount	Amount [additional funding source]
a	Internal Resource Labor (estimate the number of hours that will be required to complete the project)	_____ hours	
b	External (Contract) Resource Costs *List provider(s) / amount(s) Ex: Transcend / \$35,000	\$ XXX (total contract costs)	
c	Materials and Supplies (please list)	\$ XXX	
d	Employee Expenses (i.e., travel, registration fees, etc.)	\$ XXX	
e	Training (please list)	\$ XXX	
f	Other (please list)	\$ XXX	
TOTAL (sum rows b-f)		\$ XXX	\$ XXX

Approved by Cabinet: _____ Date: _____

Team Member Signature

(Instructions: Hold a review of the project plan with your team members and obtain their agreement to participate. Each team member's signature represents his or her agreement to participate in this effort.)

[illegible]